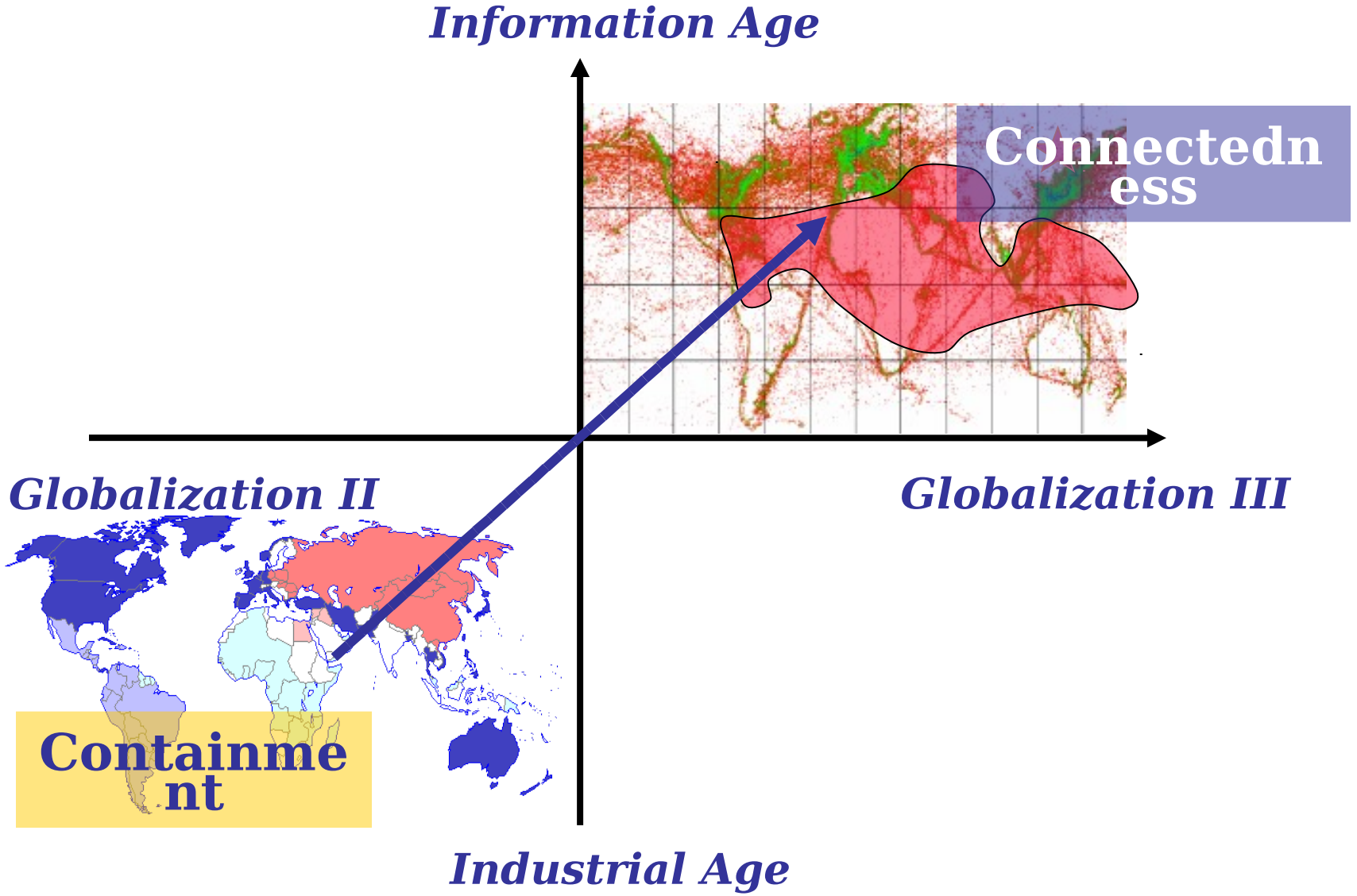
Education for Transformation Initiative Update to the MECC

COL Ken McCreedy
Office of Force Transformation
8 November 2004
Unclassified

Transformation

...Meeting the Challenges of the New Competitive Landscape

Office of Force Transformation



Underpinnings of the Education for Transformation Initiative

We must transform not only the capabilities at our disposal, but also the way we think, the way we train, the way we exercise and the way we fight….We must promote an entrepreneurial approach to developing military capability, one that encourages people to be proactive, not reactive, and anticipates threats before they emerge.

Secretary Rumsfeld, *Transformation Planning Guidance*, April 2003

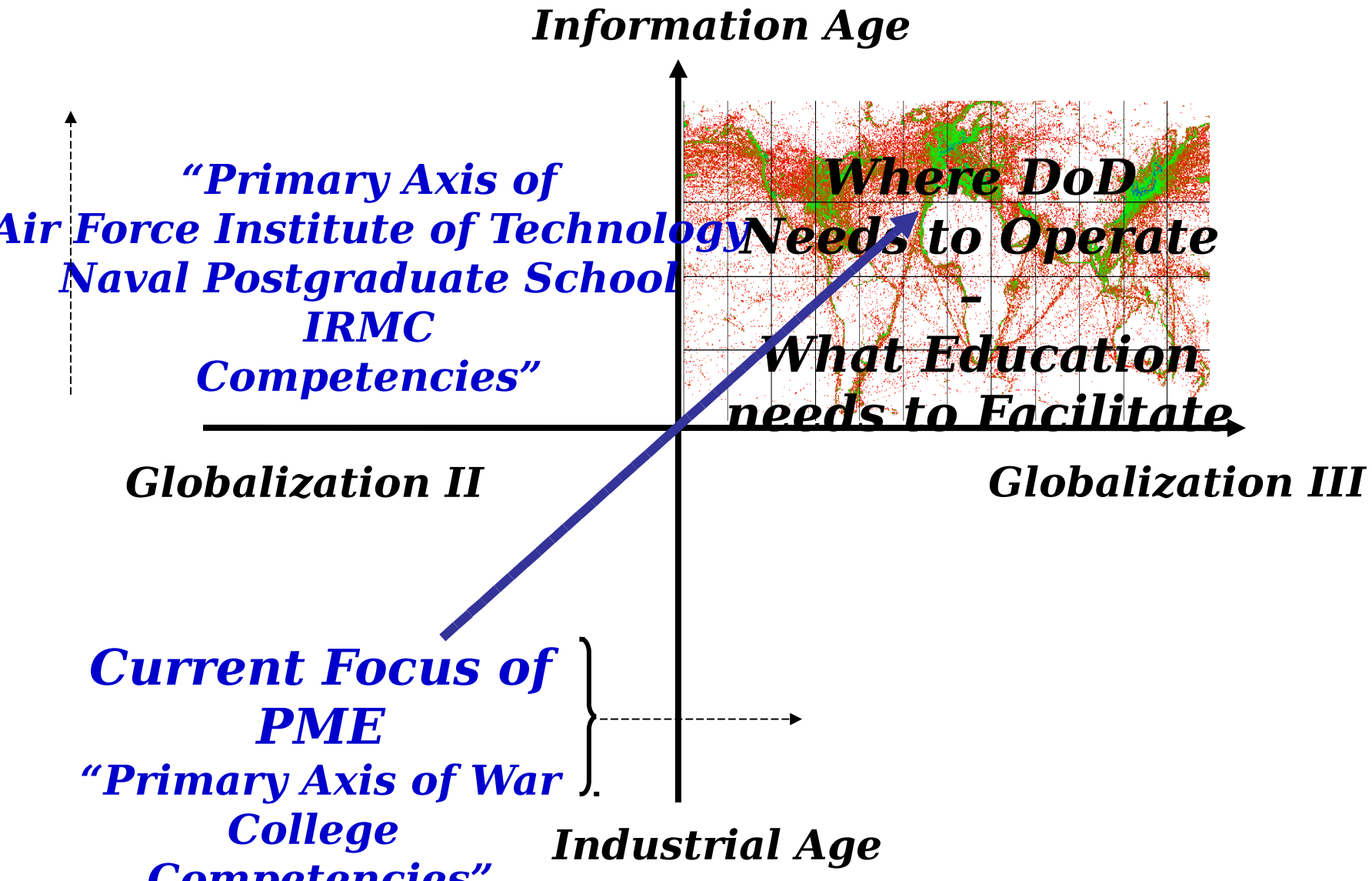
"If you are going to break the grip of old culture, seize control of the schools"

— High-Velocity Culture Change by Price Pritchett and Ron

Education and Transformation

...a perspective of US DoD Education

Office of Force Transformation



Education for Transformation

...Workshop Results

Office of Force Transformation

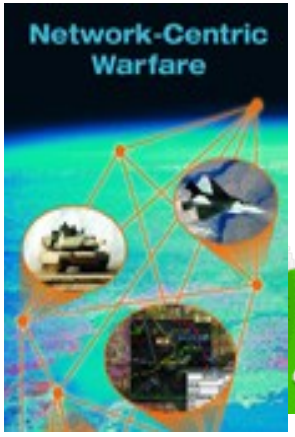
- Workshops in 2003 Identified *Unarticulated* Needs
  - Need to balance curriculum to address challenges of New Competitive Landscape
    - Globalization & technological innovations and implications outpacing many DoD learning institutions
    - Need to address key transformation challenge
      - ***Sizing, shaping, operating, and changing an Information Age Force***
  - Need to balance creation of knowledge vs. diffusion of knowledge
    - Current focus is on Diffusion vs. Creation
  - Need to provide High Quality Continuing Education
    - Access to high quality information and analytical approaches to emerging topics of significance to Transformation is limited

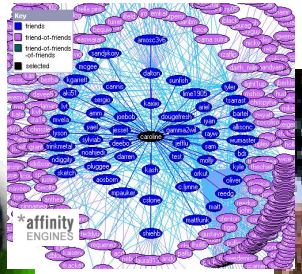
Education for Transformation Initiative

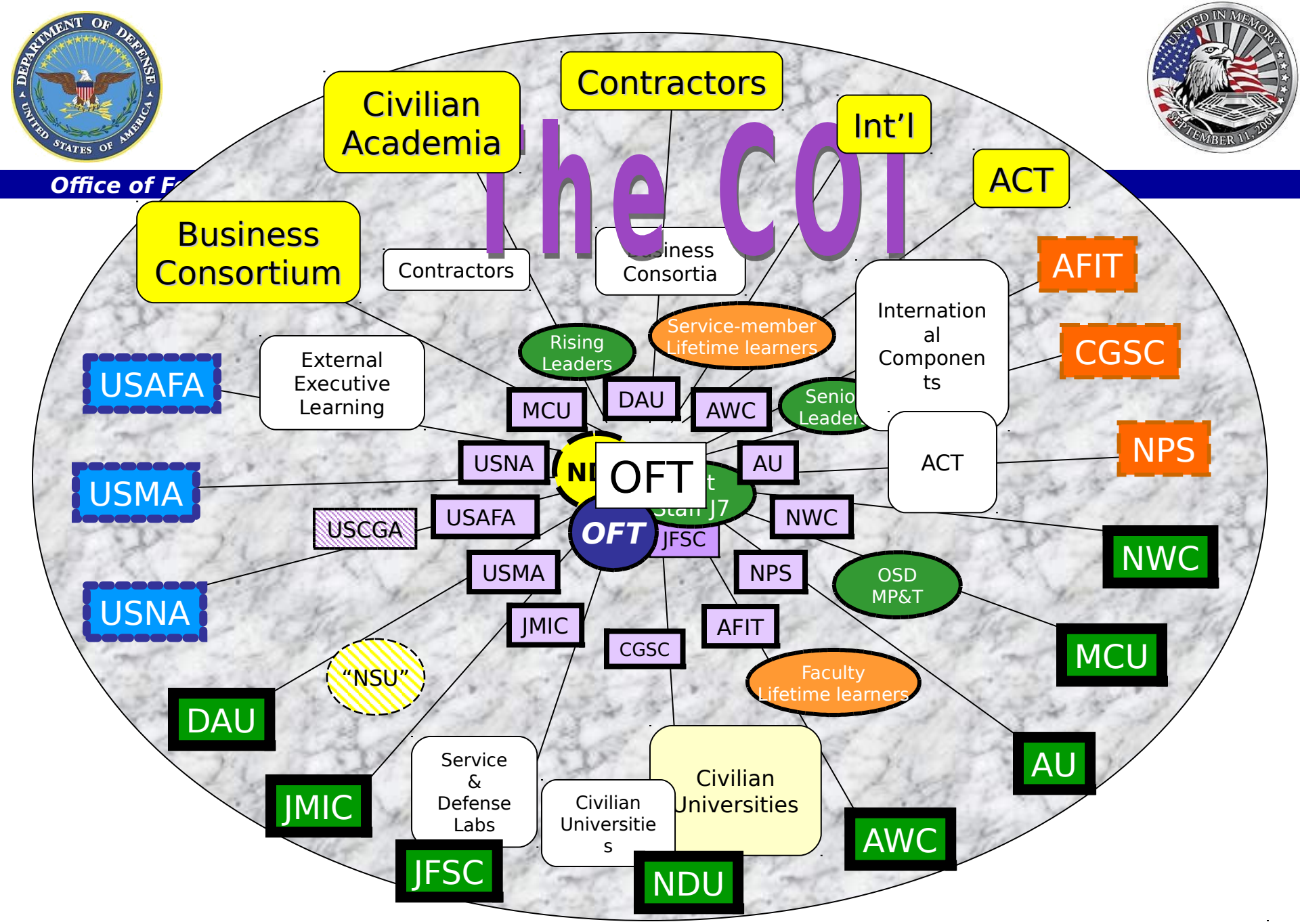
Office of Force Transformation

Vision

"A self-governing, dynamic, engaging, collaborative educational community of interest (CoI) that creates, diffuses, and applies new knowledge for defense transformation."






Office of F
The COI
Civilian Academia
Contractors
Int'l
ACT
Business Consortium
Contractors
Business Consortia
AFIT
International Components
CGSC
Service-member Lifetime learners
Rising Leaders
External Executive Learning
USAFA
MCU
DAU
AWC
Senio Leader
NPS
USNA
OFT
AU
ACT
USMA
USCGA
USAFA
JFSC
NWC
NWC
USMA
NPS
OSD MP&T
USNA
JMIC
CGSC
AFIT
MCU
"NSU"
Faculty Lifetime learners
DAU
AU
Service & Defense Labs
Civilian Universities
JMIC
Civilian Universities
AWC
JFSC
NDU
Education For Transformation Community of Interest

Mission

OFT's Education for Transformation Initiative shall influence, catalyze, and enable defense education institutional processes, cultures, behaviors, thinking and knowledge…

…in order to influence the defense population…

…for purposes of achieving transformat

Education for Transformation Initiative Objectives

Office of Force Transformation

1. Discover, create, *or cause to be* created,
w knowledge needed for defense transformati

2.Diffuse, *or cause to be* diffused
w knowledge needed for defense transformati

3.Apply, *or cause to be* applied
new knowledge for defense transformation.

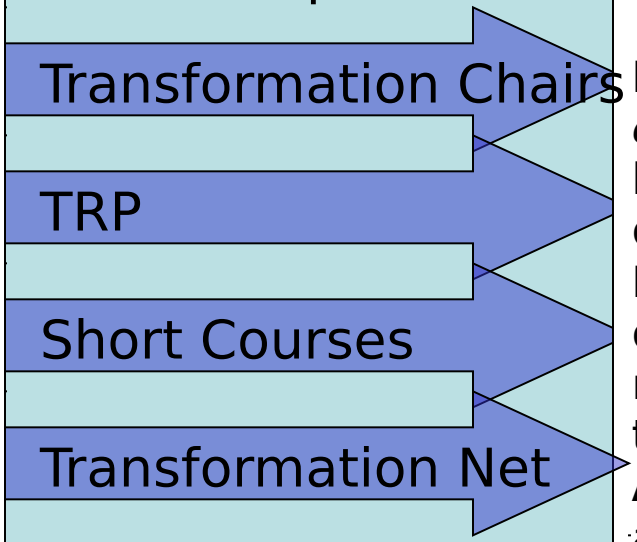
Operational Construct for Education for Transformation

Office of Force Transformation

Mission

OFT's Education for Transformation Initiative shall influence, catalyze, and enable defense education institutional processes, cultures, behaviors, thinking and knowledge in order to influence the defense population for purposes of achieving transformation

Lines of Operation



Objectives

Discover, create, *or cause to be* created, new knowledge needed for defense transformation.

Diffuse, *or cause to be* diffused, new knowledge needed for defense transformation.

Apply, *or cause to be* applied, new knowledge for defense transformation.

Desired End State

A self-governing, dynamic, engaging, collaborative educational community of interest that creates, diffuses, and applies new knowledge for defense transformation.

Transformation Chairs

Office of Force Transformation

Mission

OFT's Education for Transformation Initiative shall influence, catalyze, and enable defense education institutional processes, cultures, behaviors, thinking and knowledge in order to influence the defense population for purposes of achieving transformation

Lines of Operation

- Transformation Chairs
- Research Program
- Short Courses
- Transformation Net

Objectives

Discover, create, *or cause to be* created, new knowledge needed for defense transformation.

Diffuse, *or cause to be* diffused new knowledge needed for defense transformation.

Apply, *or cause to be* applied new knowledge for defense transformation.

Desired End State

A self-governing, dynamic, engaging, collaborative educational community of interest that creates, diffuses, and applies new knowledge for defense transformation.

Transformation Chairs

- Diffuse Emerging Knowledge
  - Act as Institutional Advocate for Transformation
  - Collaborate in the development and delivery of Short Courses and Transformation-related Accredited Courses
  - Lead and participate in a Transformation Community of Interest, sharing knowledge, stimulating discussion, connecting people and ideas
- Create New Knowledge
  - Conduct/Coordinate original research on campus
  - Serve as Institution focal point for the Transformation Research Program

Transformation Chairs

...Status

- MOAs concluded:
  - DAU and Air University
- MOAs pending with:
  - USAWC, NDU/JFSC
  - USACGSC
  - USAFA, USNA, USMA
- Discussions underway with:
  - NPS (acting chair now)
  - NWC
- First Meeting of Chairs: 17-19 November 04

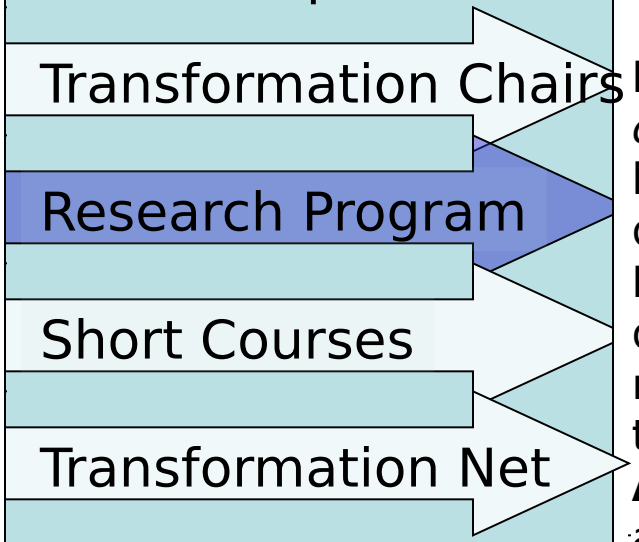
Transformation Research Program

Office of Force Transformation

Mission

OFT's Education for Transformation Initiative shall influence, catalyze, and enable defense education institutional processes, cultures, behaviors, thinking and knowledge in order to influence the defense population for purposes of achieving transformation

Lines of Operation



Objectives

Discover, create, *or cause to be* created, new knowledge needed for defense transformation.

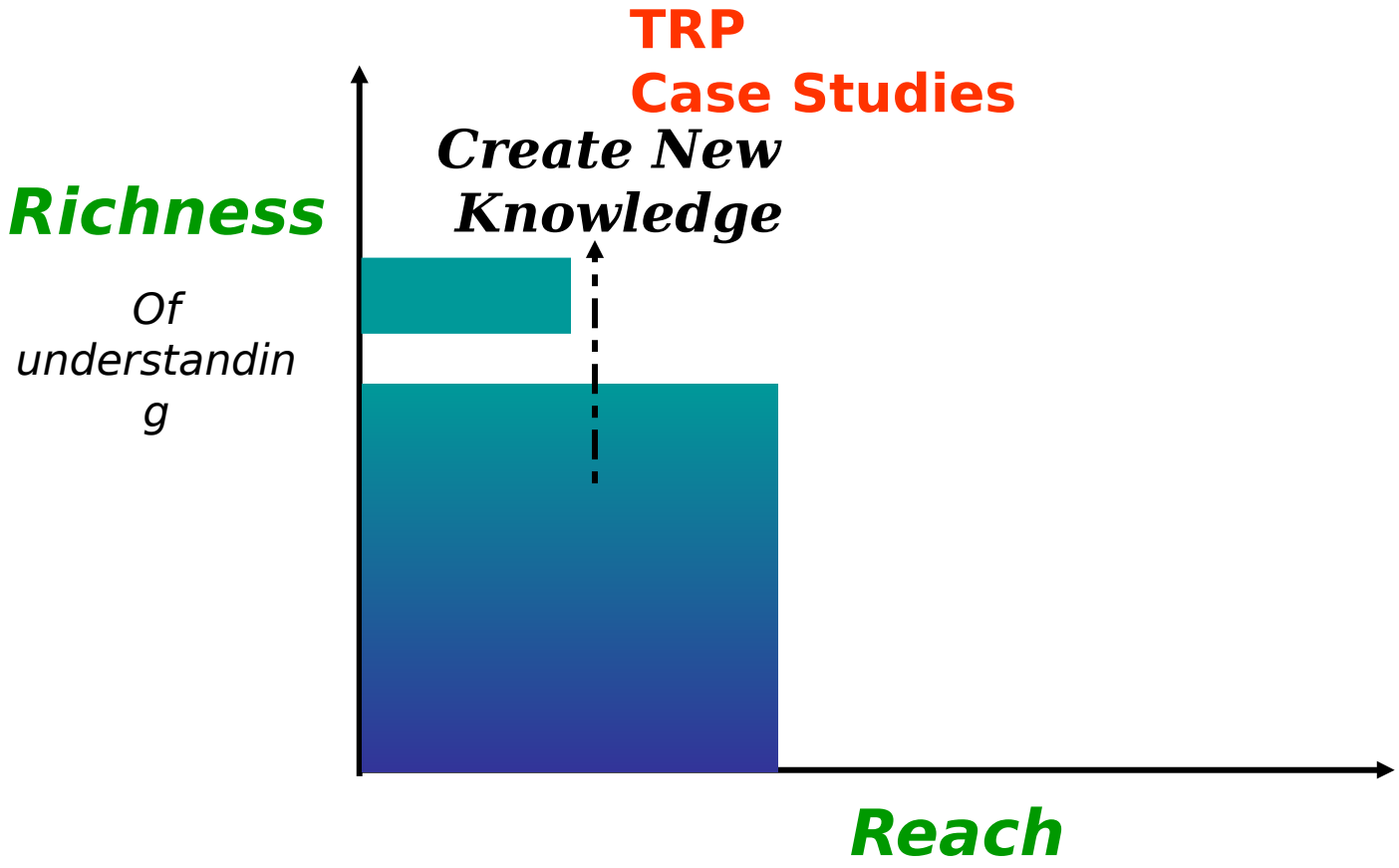
Diffuse, *or cause to be* diffused new knowledge needed for defense transformation.

Apply, *or cause to be* applied new knowledge for defense transformation.

Desired End State

A self-governing, dynamic, engaging, collaborative educational community of interest that creates, diffuses, and applies new knowledge for defense transformation.

Education for Transformation Strategy: Increase "Richness" and "Reach"



Transformation Research Program

...Progress to Date

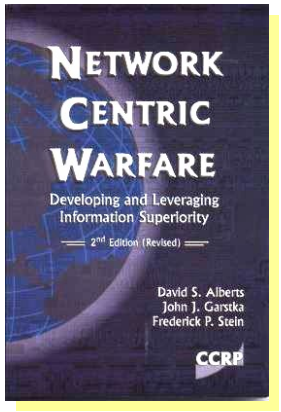
- Research Programs Currently Ongoing
  - University of Arizona's Center for Management of Information
    - Network Enabled C2: CTF-50 in OEF
  - University of California at Irvine's Center for Research on Information Technology in Organizations
    - Multiple Case Studies on Value of IT
- Research Programs Recently Initiated
  - US Army War College
    - V Corps and 3 ID in OIF: Impact of Networking on the War Fight
  - US Naval Postgraduate School
    - Methodologies for Implementing NCW
  - US Military Academy
    - Methodologies for Measuring Information Advantage

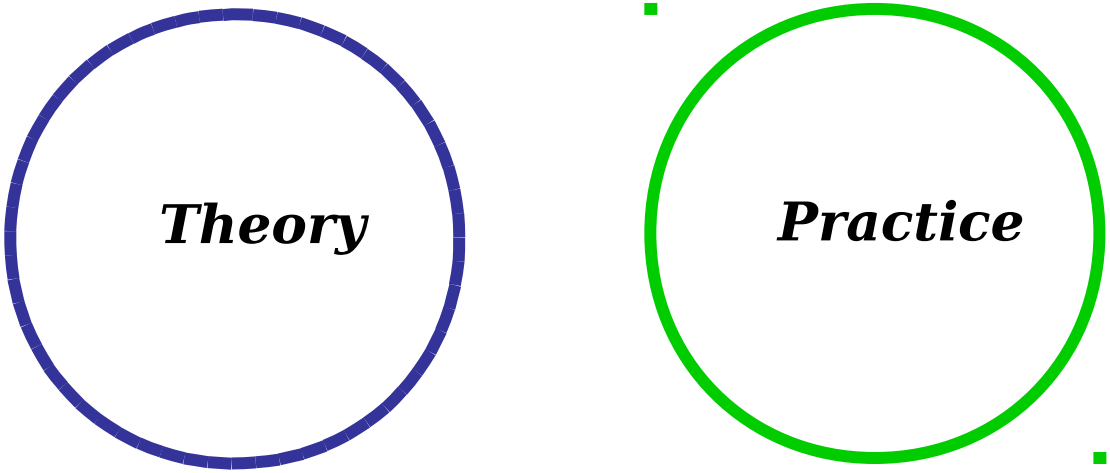
Getting the Theory Right

...Role of NCO Case Studies

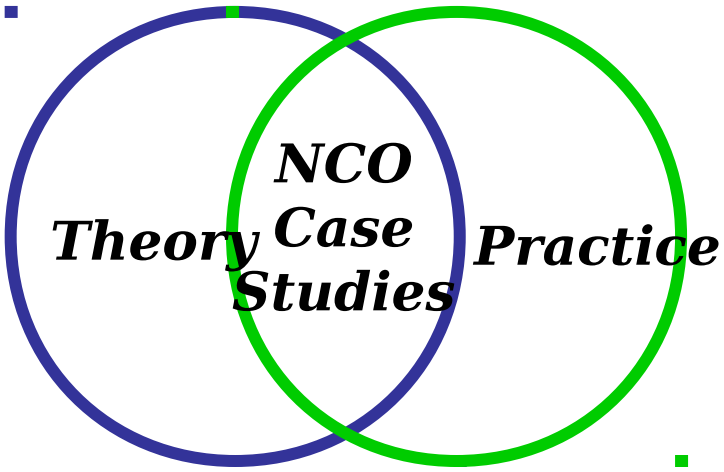
Office of Force Transformation

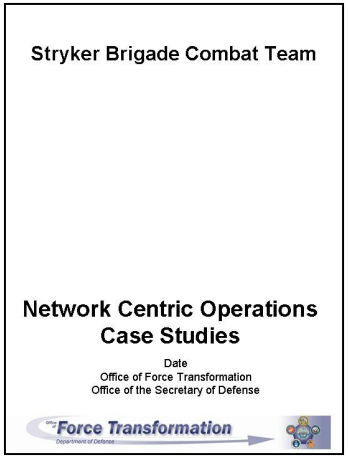
1999





2004





Network Centric Operations Case Studies: Completed – Nearing Completion

Maneuver

- US/UK Coalition Ops (OIF)
- Stryker Brigade (JRTC)

Command & Control

- Allied Command Europe – Mobile Force Land
- CTF-50 (OEF)

Protect

- Air-to-Air (JTIDS Operational Special Project)

Battlespace Awareness/ISR

- Navy Special Warfare (OEF/O

Fires

- Air-to-Ground (CAS) (OEF/OIF/ DCX-1)

Peace Keeping & Enforce

- Task Force Fox (NATO Opera Amber Fox

Network Centric Operations: Ongoing Case Studies

Office of Force Transformation

Maneuver

- **V Corps - 3rd ID – Southern Iraq (Army War College)**

Command & Control

Protect

Battlespace Awareness/ISR

Fires

- **Air-to-Ground (CAS) - Western Iraq (MITRE)**

Peace Keeping & Enforce

- **Stryker in SASO (RAND)**
- **Overview Study of SASO (RA**

Network Centric Operations: Proposed Case Studies/Assessments

Maneuver	Command & Control
	• NATO Response Force (W/Allied Command Transforma
Protect	**Homeland Security**
	• SARS (With Singapore MOD and Naval Postgraduate Scho
Fires	**Peace Keeping & Enforcer**
• Coalition Maritime Ops (OIF) (With Australian MoD)	• UK Experiences in Low Intens Conflict (With UK MoD)

Proposed Transformation Case Study

- Swedish Defense Forces
  - Into the “Gap”
  - Into the Information Age – Network Based Defense

Joint US/UK Combat Operations in Operation Iraqi Freedom

Multinational Operations

Combined Task Force - 50

Air to Ground Operations

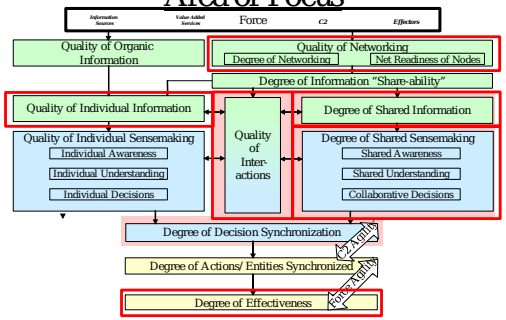
Navy Special Warfare Group One (NSWG1) in OEF and OIF

Stryker Brigade

Scenario

- SBCT attack on Shughart-Gordon
- Certification Exercise (CERTEX) at Joint Readiness Training Center, May 2003

Area of Focus



Hypotheses

- Stryker Bde NCO capabilities provide significant information and decision superiority and increase force effectiveness and are a source of combat power

Findings

- Friendly :Enemy casualty ration decreased from 10:1 to 1:1
- Increase in Individual/ shared information quality from about 10% to ~80%
- Acceleration of speed of command from 24 to 3 hours in key engagement
- Bottom line result: allowed CMD ability to control the speed of command

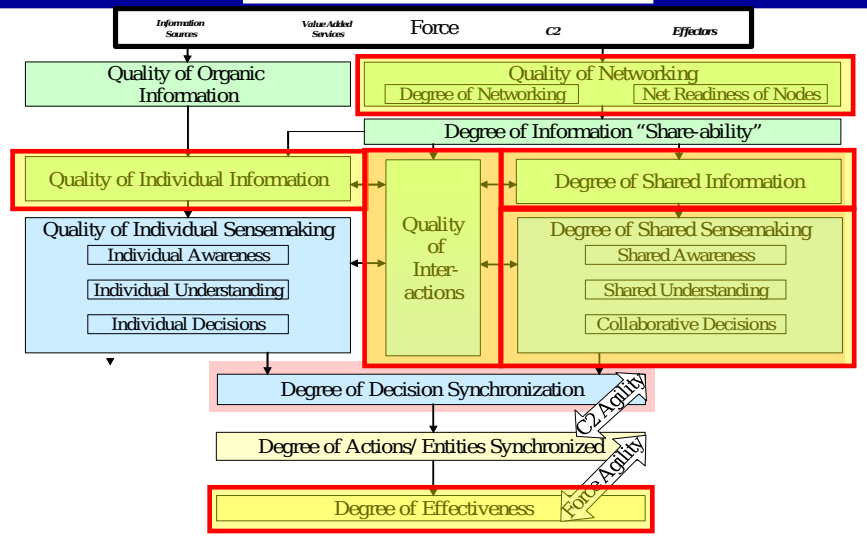
Stryker Brigade

Office of Force Transformation

Scenario

- SBCT attack on Shughart-Gordon
- Certification Exercise (CERTEX) at Joint Readiness Training Center, May 2003

Area of Focus



Hypotheses

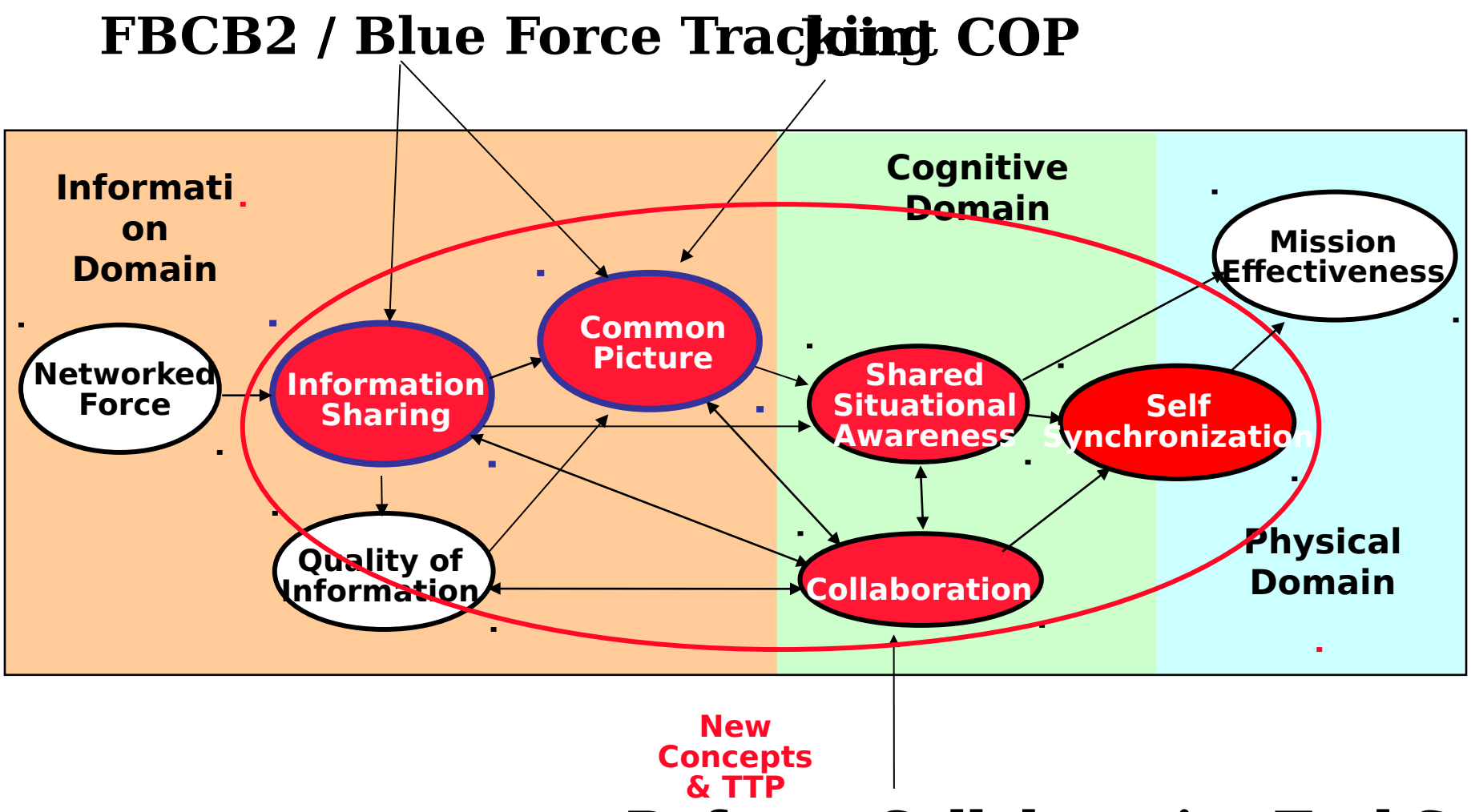
- Stryker Bde NCO capabilities provide significant information and decision superiority and increase force effectiveness and are a source of combat power

Findings

- Friendly :Enemy casualty ratio decreased from 10:1 to 1:1
- Increase in Individual/ shared information quality from about 10% to ~80%
- Acceleration of speed of command from 24 to 3 hours in key engagement

NCO Case Studies Linked to Tenets of Network Centric Operations

Office of Force Transformation



Transformation Short Courses

Office of Force Transformation

Mission

OFT's Education for Transformation Initiative shall influence, catalyze, and enable defense education institutional processes, cultures, behaviors, thinking and knowledge in order to influence the defense population for purposes of achieving transformation

Lines of Operation

- Transformation Chairs
- Research Program
- Short Courses
- Transformation Net

Objectives

Discover, create, *or cause to be* created, new knowledge needed for defense transformation.

Diffuse, *or cause to be* diffused new knowledge needed for defense transformation.

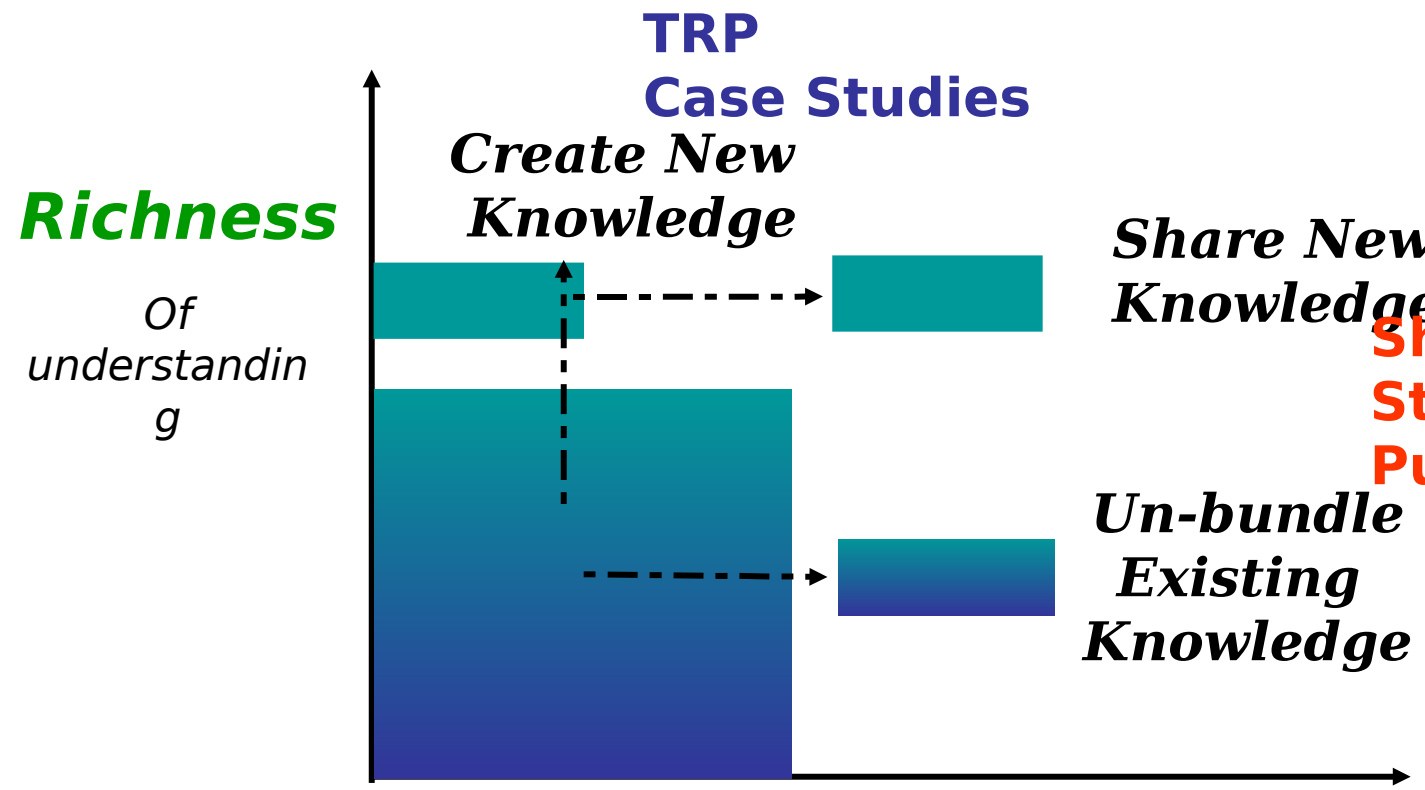
Apply, *or cause to be* applied new knowledge for defense transformation.

Desired End State

A self-governing, dynamic, engaging, collaborative educational community of interest that creates, diffuses, and applies new knowledge for defense transformation.

Education for Transformation Strategy: Increase "Richness" and "Reach"

Office of Force Transformation



- leaders at all levels
- practitioners of many types
- teachers/mentors of many varieties
- with mixed experiences
- and mixed preconceptions

Transformation Short Courses

- Initiative
  - Collaborative effort between OFT and faculty from DoD education institutions and institutions of select Allied & Coalition Partners
  - To develop and offer a range of ‘short courses’ on topics of significant importance to Defense Transformation
- Test Bed: Network Centric Operations (NCO)
- Future Development
  - Innovation and Experimentation (I & E)
  - Information Age Organizational & Culture Change
  - Capabilities-Based Planning
  - Effects Based Operations
  - Sense and Respond Logistics

Transformation Short Courses

…Progress to Date

- NCO
  - First Offering, Apr 04 to Allied Command Transformation's (ACT) NATO Network Enabled Capability (NNEC) Integrated Product Team (IPT)
  - Second Course 12-15 Jul at NPS to DoD Academic Faculty
  - Netherlands MoD (Ede, NL, Aug 04)
  - German MoD (Munich, GE, Sep 04)
  - OSD/Joint/Service Staffs, JFCOM (DC, Oct 04)
  - Future Courses Planned:
    - JFCOM (Norfolk, Jan 05)
    - Australian Defense Force (Canberra, AUS, Feb 05)
    - New Zealand Defense Force (TBD, Feb 05)
    - NCO Consortium (TBD 05)
- Effects Based Operations
  - In the initial stages of development
- Capabilities Based Planning
  - In the initial stages of development

Education for Transformation Net

Office of Force Transformation

Mission

OFT's Education for Transformation Initiative shall influence, catalyze, and enable defense education institutional processes, cultures, behaviors, thinking and knowledge in order to influence the defense population for purposes of achieving transformation

Lines of Operation

- Transformation Chairs
- Research Program
- Short Courses
- Transformation Net

Objectives

Discover, create, *or cause to be* created, new knowledge needed for defense transformation.

Diffuse, *or cause to be* diffused new knowledge needed for defense transformation.

Apply, *or cause to be* applied new knowledge for defense transformation.

Desired End State

A self-governing, dynamic, engaging, collaborative educational community of interest that creates, diffuses, and applies new knowledge for defense transformation.

Functionality

- Network Maintainer
- Resource Search/Intelligent Agent Engine
- Query/Response for Success Stories

Audiences

- Faculty
- Students
- National Security Educational Institutions
- Capstone Briefings

Education for Transformation

Status Update

Office of Force Transformation

	TRP	Tfx Chair	Short Course
Army War College	**V Corps/3ID Case Study**	**MOA Pending**	**TBD**
Air War College	Briefed	**MOA Pending**	**TBD**
Naval War College			
Marine Corps Univ	Briefed	**Chair Awaiting Fill**	
NDU (IRMC)	Briefed	**MOA Pending**	**TBD**
NDU (JFSC)	Briefed	**MOA Pending**	**TBD**

Education for Transformation

Status Update

Office of Force Transformation

	TRP	Tfx Chair	Short Course
USMA	**2 Studies Funded**	**MOA Staffed**	
USNA	**Study pending**	**MOA Pending**	
USAFA	Briefed	Briefed	
DAU	Briefed	**Chair Filled**	**Sense & Respond Log**
NPS	**Multiple Studies Funded**	**Chair Filled**	**TBD**
Army CGSC	Briefed	**MOA Pending**	TBD

Opportunities to Participate

- Open to any DoD Academic Institution
  - Transformation Chair
  - Collaborate in the development of the transformation courses, short and accredited
  - Participate, teach, host Transformation Short Courses
  - Transformation Research Program